



# **Gender Pay Gap Report**

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**2021**



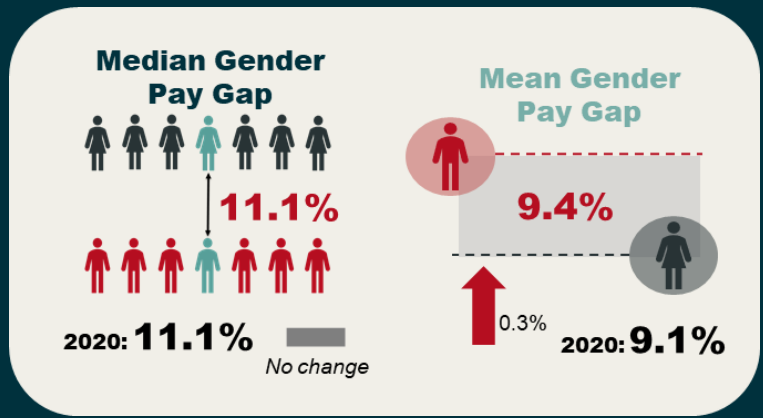
University of  
**Salford**  
MANCHESTER

# EXECUTIVE SUMMARY

**We have maintained our Median Pay Gap but shown a small increase in our Mean Pay Gap.**

The median hourly rate for men is 11.1% higher than the median hourly rate for women. The gap has remained constant since 2019.

The mean average hourly rate for men is 9.4% higher than the mean hourly rate for women. This is an increase of 0.3%.

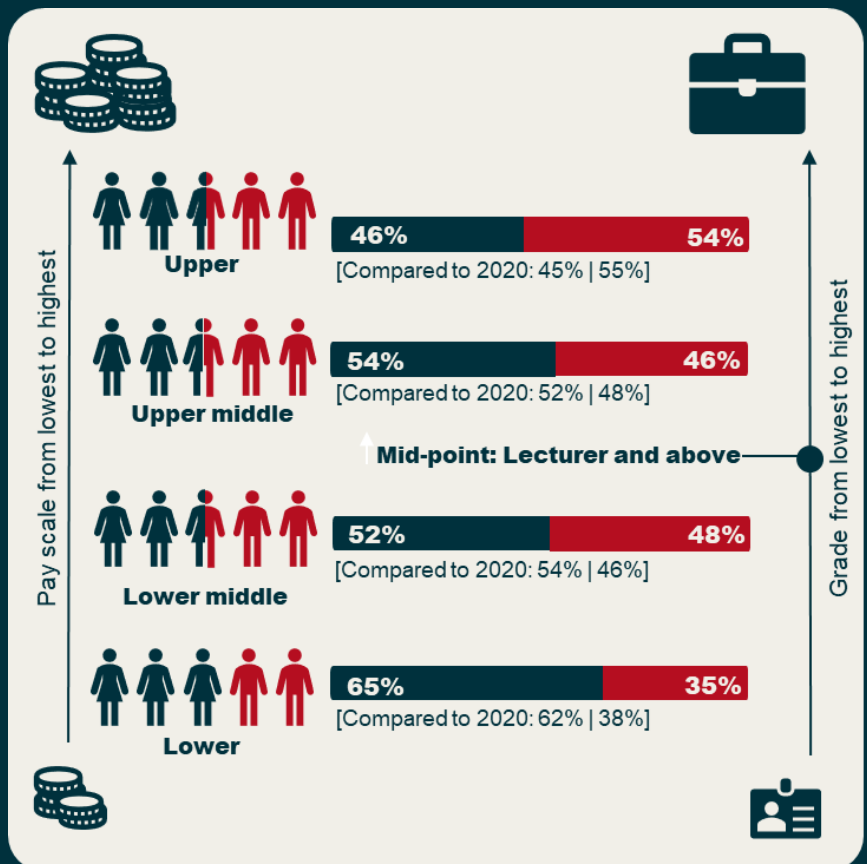


## Movement Across all Pay Quartiles

In 2021, we have seen changes across all quartiles with the upper, upper middle, and lower quartiles all increasing their female population, by 1%, 2% and 3% respectively. The lower middle quartile saw an increase of 2% in male population.

We have increased our female population this reporting year however these new hires have been imbalanced with more within the bottom quartile compared to the upper quartiles.

The upper middle quartile is the only quartile which reflects the total population of the University.




## Introduction

**At the University of Salford, we aim to create an inspirational and inclusive learning, research and working environment, celebrating the diversity of our University community in our everyday conversations.**

**This report covers:**

 **What is the Gender pay gap? Pg. 3**

 **What are the headlines? Pg. 4**

 **What does this mean? Pg. 6**

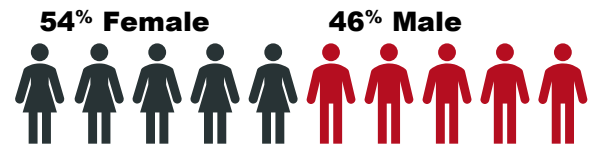
 **What action are we taking? Pg. 7**

To succeed as a University, we believe our colleagues should represent a diverse range of backgrounds as part of an inclusive culture. On the census date for the report, we employed 2,600 people with 54.1% being female and 0.1% non-binary. However, as the gender pay gap legislation only looks at the difference in male and female employees' hourly pay, we have had to exclude non-binary employees from our calculations. We are seeing some progress with a 3% increase in female representation in our senior leadership team.

We will continue to work to improve the gender balance at all grades. This will mean continuously examining and improving our recruitment and promotion practices to ensure everyone can develop and succeed at Salford.

**Our colleagues:**

**2,600**  
colleagues  
(approximate)



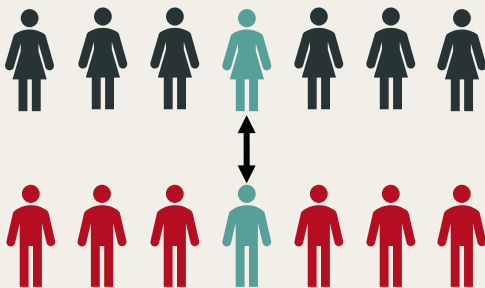
 **WHAT IS THE GENDER PAY GAP?**

Under the UK Government's Gender Pay Gap Regulations, employers in Great Britain with more than 250 employees are required to report their gap. The gender pay gap shows the difference in the average hourly earnings of males and females across an organisation regardless of their roles, industry sectors or seniority. The statistics can be affected by a range of factors, including the different number of males and females across roles right across the workforce. The gender pay gap is different from equal pay and is an economy wide issue. 'Equal pay' is about males and females receiving equal pay for the same jobs, similar jobs or work of equal value. There is no evidence of any significant equal pay gaps at the University of Salford.

Under the regulation, there are two ways to measure the Gender Pay Gap:

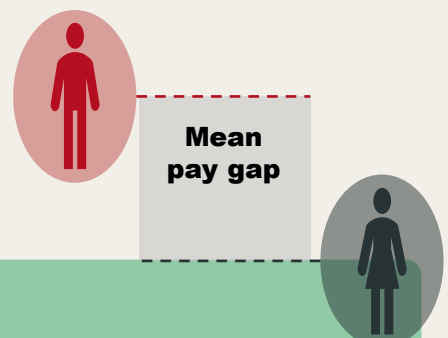
**1) Median pay gap**

The median represents the middle point of a population. If you lined up all the females at a company and all the males in order of their hourly rate of pay, the median pay gap is the difference between the hourly rate of pay for the middle female compared to the hourly rate of pay for the middle male.



**2) Mean pay gap**

Add all the hourly rates of pay for males then divide by the number of males to give you a mean average rate of pay; do the same for females, divide the difference between the two with the male rate and this is the mean pay gap expressed as a percentage

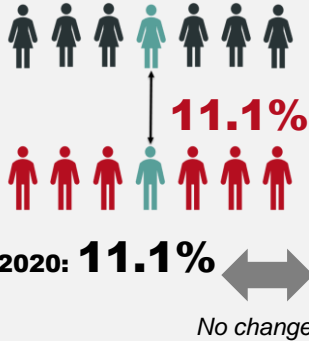


**We are also asked to report on:**

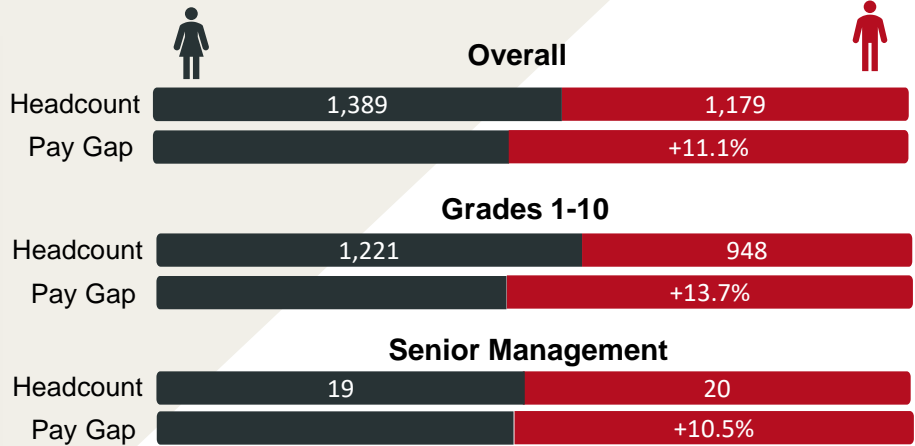
- Difference in mean and median bonus pay
- Proportion of males and females that received bonus pay
- What pay bands colleagues fall into – this is shown across 4 pay bands or quartiles ranging from lowest to highest pay

WHAT ARE THE HEADLINES?

Median Gender Pay Gap



Males have a median hourly rate 11.1% higher than the median hourly rate for females. This has not changed since 2019 and more impactful action is needed to change this. There are significant pay gaps across all areas. Grades 1 to 10 have a gap of 13.7% in favour of males which is a slight decrease on last year's gap of 16.2%. Senior Management has a gap of 10.5% in favour of males whereas last year this was a gap of 9.6% in favour of females.



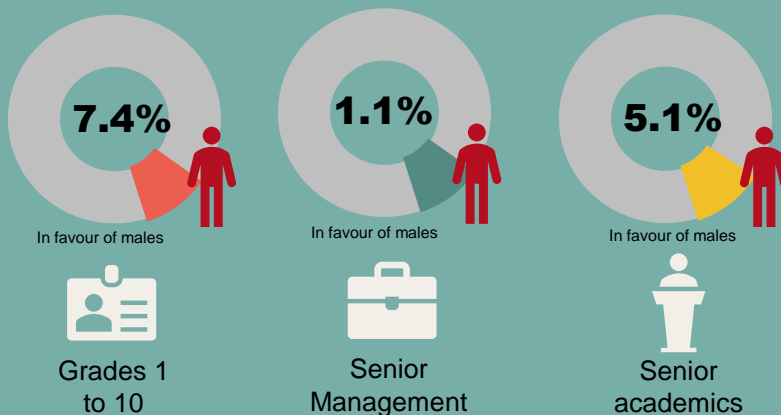
Why?

The gap in grades 1-10 has changed slightly since last year. However, there is still a higher proportion of males (76%) being in the top half of this band, compared to females (66%). There has been very little movement in this with last year's figures being 77% and 66% respectively.

This year, the gap at Senior Management level, which includes professional services heads and Deans, is 10.5% in favour of males, and is a significant change from last year's figure which was 9.6% in favour of females. As this group has a small population of 39 colleagues the gap can fluctuate from year to year. In this year's data the appointment of either a male candidate where previously the incumbent was female or a female applicant with less experience has impacted the gender pay gap.

The mean average hourly rate for males is 9.4% higher than the average hourly rate for females. This is an increase of 0.3% on last year's rate.

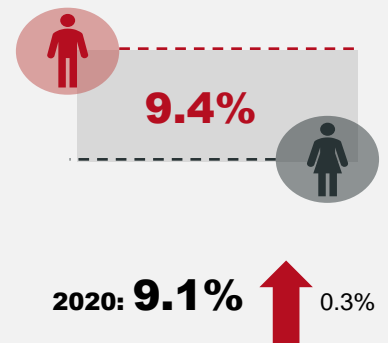
The pay gap of Senior Academics has decreased to 5.1% from 6.4% last year. The average rate gap for Senior Management has changed from 5.4% in favour of females to 1.1% in favour of males.



Why?

There were 79 colleagues within the Senior Academic category who were in scope and only 21 of these were female. This group has a wide range of pay rates based on experience and length of service.

Mean gender pay gap





## WHAT ARE THE HEADLINES?

### Bonus metrics

Proportion receiving a bonus

0.1% vs 0.1%



The regulations ask for bonus payments to be included in the metrics as “any extra reward payment for work undertaken”. It’s a way of looking at the culture surrounding bonus payments predominantly in large private sector organizations. In our case, as well as a small amount of bonus payments, bonus pay includes Merit awards which are often smaller amounts of monetary value.

This year merit awards, which traditionally make up most of our qualifying bonus payments, have been put on hold, so the number of bonus qualifiers has reduced significantly.

# Pay Quartiles

### Updates for 2021

This year we have seen changes across all quartiles with the upper, upper middle and lower quartiles all increasing their female population, by 1%, 2% and 3% respectively. The lower middle quartile saw an increase in male population of 2%.

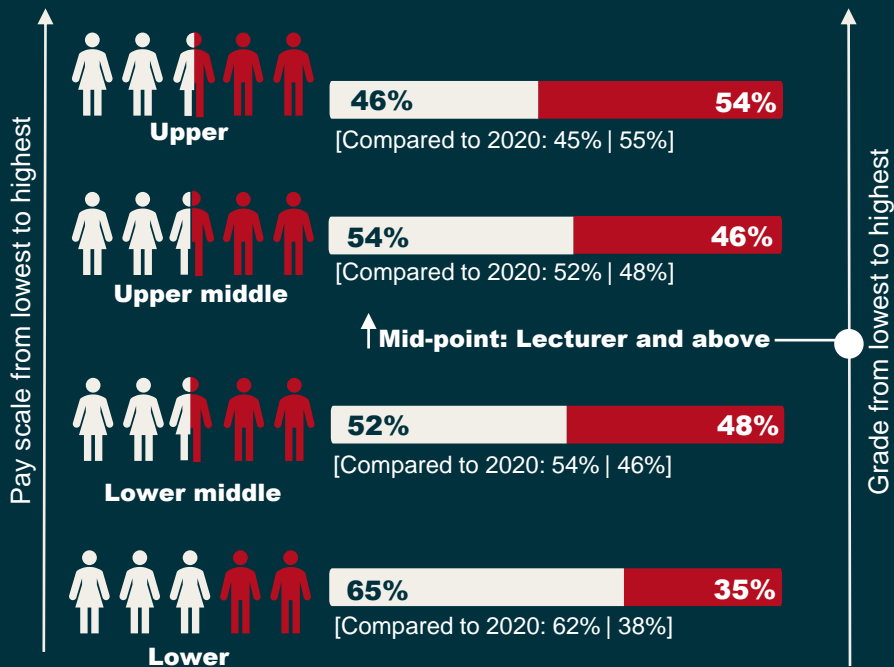
We have increased our female population this reporting year however these new hires have been imbalanced with more within the bottom quartile compared to the upper quartiles.

The upper middle quartile is the only quartile which reflects the total population of the University.

Turnover in the University is still very low at just under 5% for resignations so it will take time for changes to be seen.



2021



## WHAT CAUSED THE 2021 GENDER PAY GAP?

The gender pay gap is a complex issue with no single cause. There are many factors which play a part in us having a gap which do not have quick solutions and can be complex on their own.



### There is disproportionate gender representation in the top and bottom quartiles

The highest paid quartile is made up of 46% female and 54% male colleagues which drives the both the average median hourly pay and increases higher rates of pay for males up. However, in the lowest paid quartile, 65% are female which lowers the median average hourly pay for females and drives lower average rates of hourly pay. To eliminate or even reduce the pay gap, we would need to have 152 more female colleagues in the top two pay quartiles, while not seeing any change in the lower quartiles.



### There are less part time colleagues in higher paid roles

23% of all roles at the University are part time, down 2% from last year. For roles Grade 9 and above, only 10% are part time; 59% of these part time roles are held by females. For roles Grade 7 and above, there is an increase in the number of part time roles available at 15%, with females holding 67% of these. Introducing more part-time opportunities into the higher grades is likely to encourage more females to apply for these roles.



### There is a difference in starting levels for new colleagues

New male colleagues are more likely to start on a higher level within a grade than new female colleagues: 53% of males compared to 41% of females. This pattern is the same for academic and professional services new starters.



### Length of service (LOS) impacts on the highest paid roles

Length of service plays a large role in the gender pay gap. Females have an average LOS of 10 years compared to 14 years for males within the top 5% of earners in the University. When we split top 5% of earners by professional service and academic roles, we can see that the average LOS for females in professional service roles is 6 years compared to 8 years for males whereas, females have an average LOS of 12 years in academic roles and males have 16 years. Looking at all colleagues at the University, 32% of males have 20 or more years of service compared to only 15% of females.



### Traditional employment roles for gender

There are roles at the University which have a gender bias to them; for example, 80% of cleaning roles are held by females and 94% of security roles are held by males. We see similar issues when we look at employment groups where 61% of professional service office-based roles below Grade 9 are held by females. This rises to 64% for roles below Grade 7.

To address the Gender Pay Gap, we need to address gender stereotypes and add balance to the gender splits in affected positions. The University is made up of many different roles, departments, and job types, which potentially mean that its own structure, coupled alongside traditional gender roles, is a contributor to the Gender Pay Gap. For example, SEE contributes 38% of males in Quartile 1, and supplies 12% of females in Quartile 1 – likewise H&S supply 46% of females in Q1 and 19% of males.



# What Have We Done in 2021?

## Athena Swan Awards and Development Opportunities

In May 2021, we were delighted to announce that the University received three prestigious Athena Swan awards, reaffirming our commitment to gender equality.

The University as an institution had its 2016 Bronze Award renewed after submitting an ambitious and comprehensive 5-year action plan. In 2021, The School of Science, Engineering, and Environment (SEE), and School of Health and Society were awarded the Bronze Award due to their commitment to the career progression and retention of female colleagues in the school.

During 2021, 16 female colleagues from across the University completed AdvanceHE's **Aurora** programme. Aurora is a women-only leadership development programme, a unique partnership initiative bringing together leadership experts and higher education institutions to take positive action to address the under-representation of women in leadership positions in the sector. The feedback from attendees was positive:



*"This programme enabled me to grow in confidence, to understand the leadership landscape, and to find my voice. It has inspired me to consider career progression and take on new challenges. It was definitely a worthwhile experience."*

2021 also saw the introduction of the **Salford Illuminate** programme. Developed in-house by our OD team, Salford Illuminate is for aspiring leaders who feel their opportunities to progress may be hindered by our current working environment (related to protected characteristics or otherwise). This has been very well-received:

*"Illuminate was a space to allow reflection and understanding on my leadership qualities/traits. This allowed me to see what I had originally thought to be a weaknesses as a strength, giving me the courage to define myself as a leader, inspiring me to develop myself further. Meeting a variety of people and hear their experiences allowed me to define my own style of leadership, realising that authentic leadership is developing who you are not changing that to be like other people."*



## Women's Voice Network Events

8 March 2021 marked International Women's Day and while our annual Women's Voice Awards ceremony had to be postponed due to the ongoing Covid-19 pandemic, the celebrations were bigger and better than ever! The Women's Voice Network extended the previously one-day activity to a whole week dedicated to celebrating the incredible achievements of our colleagues, students and alumni, and the diverse contributions that women make to our University community.

## EDI Action Plans

Every school and department across the university now has EDI Action Plans that focus on both institutional and local demographics/outcomes and include a Gender KPI around proportional representation. Progress against the plans are monitored via the EDI governance structure at the Inclusion, Diversity and Engagement Committee (IDEC).

# 2022: What Action Are We Taking?




Our Gender Pay Gap has seen little improvement since 2018. Disappointingly, the static gap illustrates that our actions thus far have had negligible impact. So, in May 2021, a **Gender Pay Gap Task and Finish Group** was set up through the Workplace Inclusion Action Group with a remit to consider radical actions to address the gap including increasing organisational accountability and developing a roadmap of concrete actions.

[Icons below represent the causes of the gender pay gap on page six.]

## Suggestions for radical action:

- 
 • Conduct a robust review of hiring salaries to ensure females are not disadvantaged in the recruitment process
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 • Review our approach to remuneration at all levels to ensure policies are supportive of female colleagues- identifying opportunities where the GPG can be impacted
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 • Promote and publicise all the policies we have in place which can support colleagues who have caring responsibilities including compassionate leave, additional leave, shared pastoral leave, occupational maternity, fertility leave, adoption leave.
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 • Addressing the **imbalance of pastoral care** for students which falls predominantly to female colleagues
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 • Reviewing **job design** for all posts but particularly senior positions and the possibility that this ties in with the progression rates for part-time colleagues
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 • Reviewing **how, where, and when we recruit** by expanding the reach of recruitment activities to improve the diversity and scope of our recruitment and talent pool(s)
- 
 • Reviewing the **support** on return from maternity leave
- 
 • Reviewing the **recognition strategy** that the University uses to highlight great performance - ensuring that this covers groups of colleagues like cleaners and security guards
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 • Host a **GPG Conference** at Salford

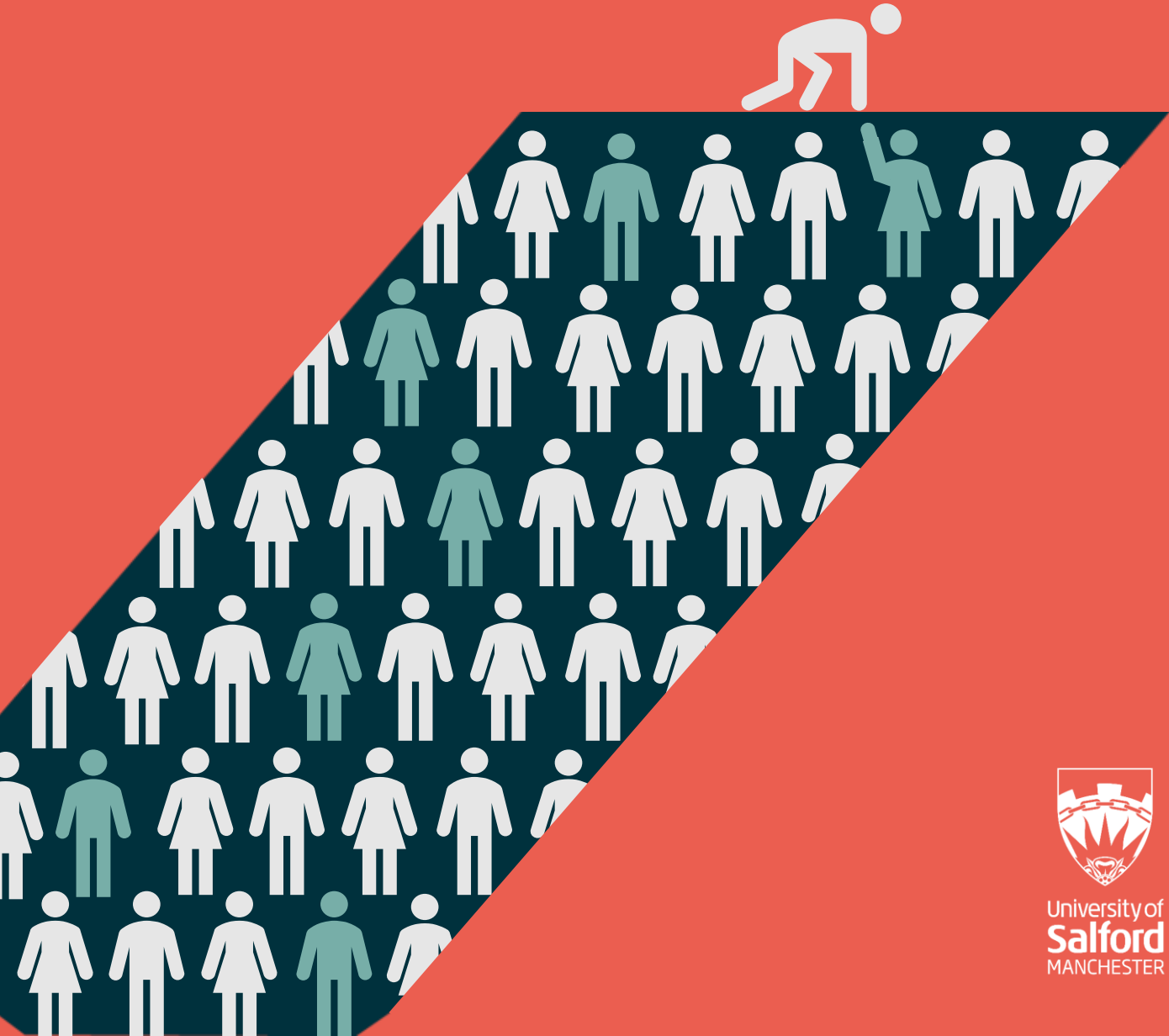
## We will continue to be committed to:

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 • Increasing the number of woman and men in areas and grades where they are **under-represented** (using HR MI data to monitor progress and EDI committees to hold us accountable)
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 • Continuing to **monitor salaries** quarterly across new starters, promotions, secondments, for gender biases
- 
 • **Conducting reviews** on pay and promotion and ensure that equality monitoring is captured



**We confirm that the information reported is accurate and meets the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.**

**Approved by our Workplace Inclusion Committee and the Vice-Chancellor's Executive Team.**



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